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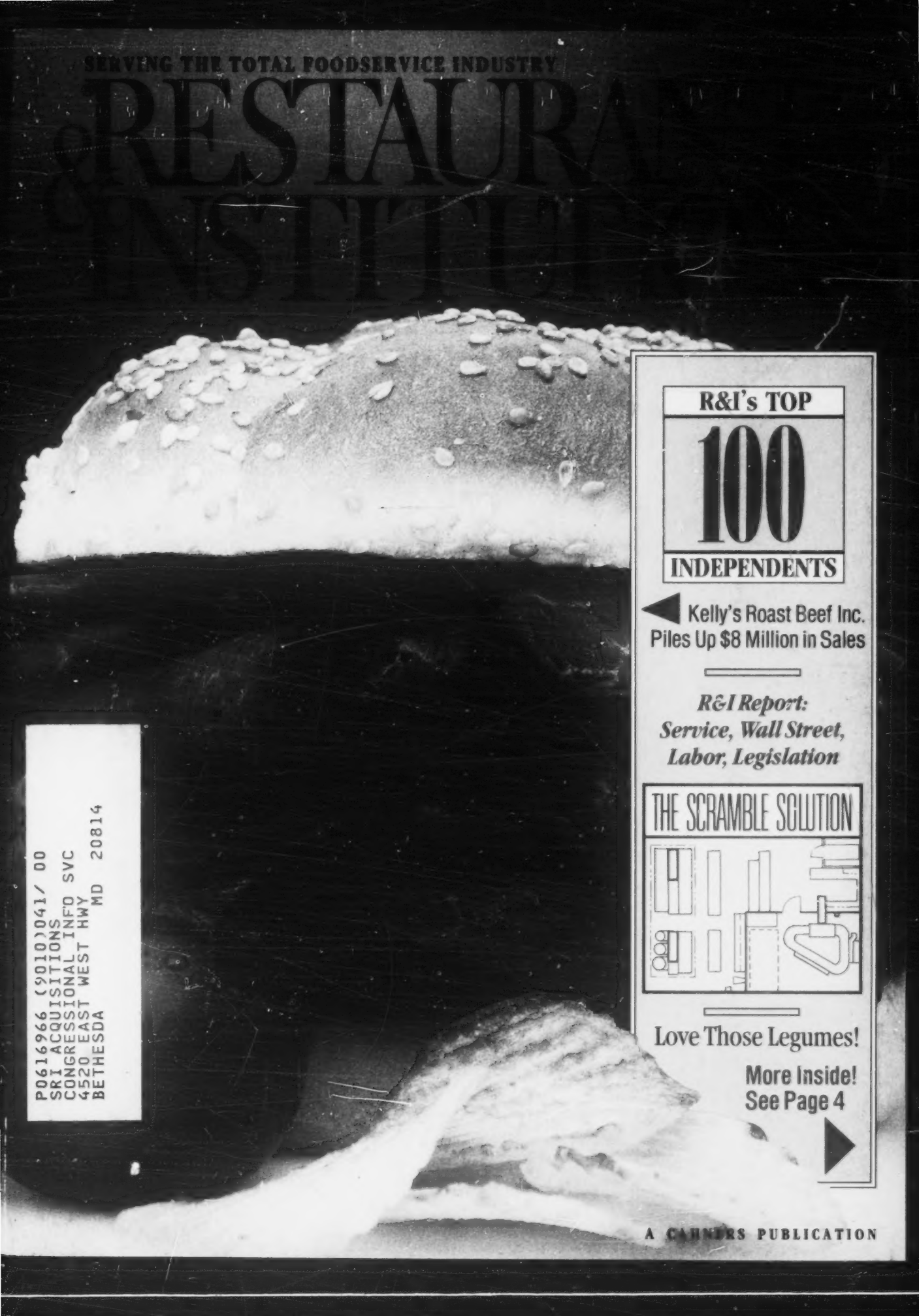

R&I's TOP 100 INDEPENDENTS

Kelly's Roast Beef Inc. Piles Up $8 Million in Sales

R&I Report: Service, Wall Street, Labor, Legislation

THE SCRAMBLE SOLUTION

Love Those Legumes!

More Inside! See Page 4

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MARCH 7, 1990

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Beginning this issue, *R&I* Report takes a fresh, wide-angle view of news affecting the industry. In short, focused articles, you'll see Capitol capers, Wall Street winners, advice on business strategies, and waste disposal tips. Data Digest will open new windows on demographic and dining trends, using helpful, easy-to-read charts.

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■ COVER STORY

R&I's TOP 100 INDEPENDENTS

America's Highest-Grossing Restaurants

By Monica Kass

"Life should be gulped, not sipped." The words, scrawled across half-page ads in *The New York Times*, trumpet the arrival of Alan Stillman's newest restaurant in a big, bold way. Alan Stillman's way.

The restaurant, la Cité, is projected to top $9 million in food and beverage sales in 1990, in league with Stillman's other restaurants: Smith & Wollensky, which grossed $17.5 million in '89, and the Manhattan Ocean Club and Post House, both above $5 million in '89. Stillman contends that as the '90s progress, most of the top-grossing independent restaurants in America will be operated by restaurateurs like himself who own not one, but several grand-scale independents.

He might be right. In 1985, multiunit operators owned eight of the 35 highest-grossing restaurants in the country. In 1990, 22 of the 35 at the top are owned by multiunit operators. Still, as *Restaurants & Institutions'* eighth annual ranking of the Top 100 independents shows, single-unit operators continue to hold their own.

As in years past, *R&I*'s Top 100 ranks restaurants on the basis of food and beverage sales; revenues from gift shops, cover charges and room rentals are not included.

Each restaurant in the ranking has been open at least 12 months and is operated by a restaurateur who owns no more than 10 restaurants. In the case of multiple restaurant ownership, operators were asked to list figures for their largest unit only.

Restaurants located in areas with built-in customer traffic—such as theme parks, casinos and large airports—were disqualified from the ranking. Restaurants operated by hotels are not listed; restaurants that lease space in hotels are.

Following the ranking is our listing of the 40 Top Contenders, restaurants just below this year's $5.6 million cutoff. Great Expectations gives the facts for new restaurants that promise high volumes—and competition—next year. Expansion Plans is a report on restaurants being built in the next two years by the highest-grossing 140, and Top Notches offers more detailed news and numbers from restaurants at the top.

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THE TOP 100

continued from page 44

1990 Rank	Restaurant/city/opened/owner	Sales (in $ millions)	Seats	Dinner check (w/bev.)	Dayparts	People served/year
1	**Hilltop Steak House** Saugus, Mass., 1951 Frank Giuffrida & Jack Swansburg	$32.130*	1,300	$10.00	L,D	2,427,600
2	**Rainbow Room** New York, 1934 Joe Baum, Michael Whiteman, Dennis Sweeny	26.700†	1,200	100.00	B,L,D	450,000
3	**Tavern on the Green** New York, 1976 Warner LeRoy	25.550	1,197	46.00	L,D	560,000
4	**Smith & Wollensky** New York, 1977 Alan Stillman	17.500	420	50.00	L,D	369,200
5	**Phillips Harborplace** Baltimore, 1982 B. Phillips, S. Phillips, S. Phillips, P. Wall	15.884	700	16.25	L,D	990,000
6	**Anthony's Pier 4** Boston, 1963 Anthony Athanas & Family	15.096	650	23.00	L,D	663,000
7	**The Manor** West Orange, N.J., 1957 Harry Knowles & Family	14.600	1,500	47.00	L,D	433,500
8	**Sparks Steakhouse** New York, 1964 Pat & Mike Cetta	13.617*	300	60.00	L,D	266,100
9	**Legal Sea Foods** Boston (Park Plaza), 1980 The Berkowitz Family	13.318	380	24.00	L,D	546,000
10	**The Kapok Tree** Clearwater, Fla., 1957 Aaron R. Fodiman	12.864	1,750	14.68	L,D	1,019,397
11	**Spenger's Fish Grotto** Berkeley, Calif., 1890 Frank L. Spenger & Frank Spenger Jr.	12.500	700	17.00	B,L,D	910,000
12	**The Four Seasons** New York, 1959 Paul Kovi & Tom Margittai	12.374**	400	80.00	L,D	164,100
13	**The Waterfront** Covington, Ky., 1986 J. Ruby, C. Collinsworth, B. Esiason	12.130	290	39.80	D	166,400
14	**The "21" Club** New York, 1922 Knoll Intl. Holdings (Marshall Logan)	12.000	650	65.00	L,D	162,000
15	**Scoma's** San Francisco, 1965 Al Scoma	11.865	300	23.90	L,D	475,211
16	**Old San Francisco Steakhouse** Dallas, 1974 Henry Reed & Partners	11.220*	750	18.00	L,D	514,000
17	**Old Original Bookbinders** Philadelphia, 1865 John & Albert Taxin	11.000	950	35.00	L,D	300,000
18	**Bob Chinn's Crabhouse** Wheeling, Ill., 1982 Robert & Marilyn Chinn	10.819	630	22.91	L,D	592,000
19	**Jerry's Famous Deli** Los Angeles, 1978 Issac Starkman	10.200**	350	20.00	B,L,D	525,000
20	**Joe's Stone Crab** Miami, 1913 JoAnn Sawitz-Bass	10.000††	400	32.00	L,D	325,000
21	**Le Cirque** New York, 1974 Sirio Maccioni	10.000	125	70.00	L,D	80,000
22	**The Cheesecake Factory** Marina del Rey, Calif., 1983 Cheesecake Corp. of America (David Overton)	9.900	250	12.60	L,D	550,000
23	**Jimmy's Harborside** Boston, 1924 Charles Doulos	9.870**	460	25.00	L,D	394,000
24	**Hard Rock Cafe** Honolulu, 1987 Peter Morton	9.750	248	13.45	L,D	719,000
25	**Gallagher's Steak House** New York, 1937 Jerome Brody	9.500	240	32.00	L,D	296,875

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THE TOP 100

1990 Rank	continued from page 50 Restaurant/city/opened/owner	Sales (in $ millions)	Seats	Dinner check (w/bev.)	Dayparts	People served/year
26	**Bice** New York, 1987 da Bice USA Inc. (Roberto Ruggieri)	$9.480	180	$55.00	L,D	223,000
27	**Ditka's** Chicago, 1986 M. Ditka, G. Shiaes, G. Pontillo, J. Vainisi	9.244	300	30.00	L,D	173,098
28	**The Berghoff** Chicago, 1898 Herman Berghoff Family	9.216	700	13.00	L,D	900,000
29	**The Russian Tea Room** New York, 1926 Faith Stewart-Gordon	9.120	325	40.00	L,D	230,000
30	**Zehnder's of Frankenmuth** Frankenmuth, Mich., 1856 Edwin L. Zehnder	9.085	1,300	12.60	B,L,D	990,000
31	**The Water Club** New York, 1982 Michael O'Keefe	9.000*	250	60.00	L,D	138,700
32	**Dock's Oyster Bar and Seafood Grill** New York, 1978 B. Corwin, A. Cutler, H. Levine	8.961	286	32.00	L,D	280,000
33	**Yesterday's** Fort Lauderdale, Fla., 1975 Peter Goldhahn	8.854	480	30.00	D	295,196
34	**Old Ebbitt Grill** Washington, D.C., 1971 Stuart Davidson, John Laytham	8.692	400	25.00	B,L,D	568,600
35	**Peter Luger Steakhouse** Brooklyn, N.Y., 1887 Marilyn Forman Spiera	8.688*	130	50.00	L,D	200,200
36	**The Lobster House** Cape May, N.J., 1940 Wallace Laudeman	8.653	534	50.11	B,L,D	560,000
37	**Frankenmuth Bavarian Inn** Frankenmuth, Mich., 1888 William Zehnder Jr. Family	8.550	1,200	10.03	L,D	800,000
38	**Rascal House** Miami Beach, Fla., 1954 N. Stamler, S. Stamler, A. Goodman	8.435	245	8.40	B,L,D	1,750,000
39	**Water's Edge Restaurant** Long Island City, N.Y., 1985 Marika & Stuart Somerstein	8.432	500	50.50	L,D	79,560
40	**Mai-Kai** Fort Lauderdale, Fla., 1956 Mireille Thornton	8.364*	475	40.00	L,D	227,250
41	**Kelly's Roast Beef** Revere, Mass., 1951 Dorothy R. McCarthy, Raymond E. Carey Jr.	8.357	0‡	7.25	L,D	1,152,685
42	**Columbia Restaurant** Tampa, Fla., 1905 Cesar Gonzmart & Family	8.252	1,660	15.00	L,D	730,000
43	**Space Needle Restaurant** Seattle, 1962 Howard S. Wright Family	8.134	240	30.00	B,L,D	377,000
44	**Stars** San Francisco, 1984 Jeremiah Tower	8.000	150	60.00	L,D	83,500
45	**Canter's** Los Angeles, 1948 Canter's-Fairfax Inc.	7.983	476	7.00	B,L,D	1,140,546
46	**Cliff House** San Francisco, 1850 Dan, Mary & John Hountalas	7.750	300	25.00	B,L,D	310,000
47	**Brennan's** New Orleans, 1946 Owen Brennan	7.500**	550	50.00	B,D	291,200
48	**Harris Ranch Restaurant** Coalinga, Calif., 1977 Harris Farms Inc. (John & Carole Harris)	7.436	500	20.00	B,L,D	734,270
49	**Le Bernardin** New York, 1986 Maguy & Gilbert LeCoze	7.290	120	98.00	L,D	91,000
50	**Longhi's** Lahaina, Hawaii, 1976 Robert & Peter Longhi	7.250	225	35.00	B,L,D	365,000

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THE TOP 100

1989 Rank	Restaurant/city/opened/owner	Sales (in $ millions)	Seats	Dinner check (w/bev.)	Dayparts	People served/year
51	Harry Caray's Chicago, 1987 Chicago Dining Authority	$7.068	175	$27.65	L,D	247,156
52	Kowloon Restaurant Saugus, Mass., 1960 William & Madeline Wong	7.054	1,200	12.50	L,D	600,000
53	Gibby's Steaks & Seafood Fort Lauderdale, Fla., 1978 Donald & Steven Hersh	7.050	600	20.55	L,D	400,000
54	15th Street Fisheries Fort Lauderdale, Fla., 1979 Michael Hurst	7.050	320	32.00	L,D	220,000
55	Fisherman's Grotto #9 San Francisco, 1935 Nino Geraldi	7.000**	300	25.00	L,D	300,000
56	Bern's Steak House Tampa, Fla., 1956 Bern & Gert Laxer	7.000	320	33.00	D	200,200
57	Arnaud's New Orleans, 1918 Hi Arc Inc. (Archie Cashbarian)	7.000	900	39.00	L,D	175,760
58	Jimmy's Beverly Hills, Calif., 1978 Jimmy Murphy	7.000	400	45.00	L,D	175,000
59	DC3 Santa Monica, Calif., 1988 A. Spier, B. Marder, W. Hufford, D. Price	7.000	350	45.00	L,D	165,880
60	Venus de Milo Swansea, Mass., 1960 Ronald & Monte Ferris	6.870	2,500	18.40	L,D	470,000
61	John Dominis Restaurant Honolulu, 1979 D.G. Anderson	6.828	300	60.00	D	126,315
62	Twin Oaks Cranston, R.I., 1935 William DeAngelus Jr.	6.802	550	12.75	L,D	604,692
63	Pacific Dining Car Los Angeles, 1921 Wesley A. Idol II	6.741	185	41.50	B,L,D	259,150
64	Joe Muer's Restaurant Detroit, 1929 Joe Muer	6.700	400	32.00	L,D	273,600
65	Union Oyster House Boston, 1826 Joseph, MaryAnn & Mary Milano	6.600	620	17.00	L,D	500,000
66	Savannah Moon Miami, 1986 William Krekeler	6.600	215	55.00	L,D	178,378
67	The Angus Barn Raleigh, N.C., 1960 Alice & Van Eure	6.543	550	28.10	D	233,000
68	No Name Restaurant Boston, 1917 Nikos Contos	6.533**	300	10.00	L,D	730,000
69	Trattoria Dell'Arte New York, 1988 Sheldon Fireman	6.508	261	36.04	L,D	192,556
70	The Omega Niles, Ill., 1984 G. Stavropoulos & Partners	6.500	400	7.50	B,L,D	1,543,360
71	O'Sheas' Wharf Restaurant Marco Island, Fla., 1976 Tom & Dolores Shea	6.500	500	16.95	L,D	430,000
72	Palio New York, 1985 Andrea Hellrigl	6.500	150	95.00	L,D	83,500
73	Montgomery Inn Montgomery, Ohio, 1951 Ted & Matula Gregory	6.395	400	10.50	L,D	900,000
74	Chez Joseph Agawam, Mass., 1969 Allan Skole	6.250	1,800	32.00	B,L,D	175,000
75	Junior's Restaurant Los Angeles, 1959 Marvin Seul	6.200	236	6.80	B,L,D	885,714

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THE TOP 100

1990 Rank	continued from page 62 Restaurant/city/opened/owner	Sales (in $ millions)	Seats	Dinner check (w/bev.)	Dayparts	People served/year
76	Sardi's New York, 1921 S. Lichtenstein	$6.200	350	$22.00	L,D	281,818
77	Spago West Hollywood, Calif., 1982 Wolfgang Puck & Barbara Lazaroff	6.200	160	44.00	D	133,200
78	P. McLintock's Saloon Shell Beach, Calif., 1975 Bruce Breault & Tunny Ortali	6.154	367	15.75	B,L,D	352,241
79	Ray's Boathouse Seattle, 1949 R. Wholers, J. Sikma, E. Gingrich, E. Lasher	6.100	240	30.00	L,D	127,050
80	Tangier Restaurant Akron, Ohio, 1955 Edward J. George	6.087	2,000	20.00	L,D	250,000
81	Shorebird Beach Broiler Honolulu, 1978 John Pederson Ltd. (John McManus)	6.045	300	10.80	B,L,D	295,980
82	Rustic Inn Crabhouse Fort Lauderdale, Fla., 1956 H. Oreal, W. McDonald, W. Oreal	6.011	700	19.95	L,D	376,000
83	Pegasus Detroit, 1981 Ted Gatzaros, Jimmy Pappas	6.000*	260	12.00	L,D	500,000*
84	Salty's on Alki Seattle, 1985 Happy Guest Intl.	6.000	250	25.00	L,D	350,000
85	Ben Benson's Steakhouse New York, 1982 Ben Benson	6.000	270	46.00	L,D	167,060
86	China Grill New York, 1987 Jeff Chodorow, Rick Rasansky, Larry Yogel	6.000	215	45.00	L,D	125,000
87	Carson's The Place for Ribs Chicago, 1978 Chris Carson	5.900	170	16.00	L,D	424,320
88	Harpoon Seafood Jupiter, Fla., 1980 Jupiter Food Service Inc.	5.900	650	24.06	B,L,D	372,000
89	The Forge Restaurant Miami Beach, Fla., 1969 Alvin I. Malnik	5.895	375	47.00	D	175,000
90	The Ritz Newport Beach, Calif., 1977 Hans & Charlene Prager	5.800	350	50.00	L,D	150,000
91	Regine's New York, 1971 Roger Choukroun	5.800	120	70.00	L,D	77,000
92	Mike Fink Riverboat Covington, Ky., 1977 The Bernstein Family	5.785	450	23.00	L,D	250,000
93	The Chateau Restaurant Waltham, Mass., 1938 Louis Nocera & Marianne Skerry	5.763	800	11.50	L,D	650,000
94	Knickers Restaurant Des Plaines, Ill., 1962 Nicholas Mitchell	5.725	1,250	20.55	L,D	270,050
95	Hatsuhana New York, 1976 Katsuhide Sato	5.710	130	80.00	L,D	101,500
96	Tobacco Company Restaurant Richmond, Va., 1977 Jerald D. Cable	5.635	250	25.09	L,D	240,981
97	Sfuzzi, New York, 1988 R. Colombo, P. Colombo, B. Galligan, D. Palmer	5.617	180	40.40	L,D	200,200
98	Leona's Chicago, 1988 The Toia Family	5.600	400	12.50	L,D	900,000
99	The Merritt Oakland, Calif., 1952 Walter Harmon	5.600	125	6.50	B,L,D	438,000
100	Gotham Bar & Grill New York, 1984 J. Kreichmer, J. Bliss, Rich & Rob Rathe	5.600	175	55.00	L,D	110,000

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For information National Dairy Board circle 135→

THE TOP 100

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40 TOP CONTENDERS

The 40 below the Top 100 all cleared $4.5MM gross in '89.

101 Trail Dust Steak House, Dallas; opened 1977; sales, $5.576MM; seats 600; served 414,357.

102 Greek Islands
Chicago; opened 1971; sales, $5.569MM*; seats 402; served 546,000.

103 Michel's at the Colony Surf, Honolulu; opened 1959; sales, $5.536MM; seats 150; served 110,284.

104 The Cyprus
Hinsdale, Ill.; opened 1951; sales, $5.500MM**; seats 560; served 190,575.

105 Restaurant at the Phoenix, Cincinnati; opened 1988; sales, $5.500MM**; seats 100; served 217,800*.

106 Pittypat's Porch
Atlanta; opened 1967; sales, $5.478MM; seats 400; served 230,820.

107 Clifton's
Los Angeles; opened 1935; sales, $5.460MM; seats 740; served 1,354,150.

108 Champps
Richfield, Minn.; opened 1987; sales, $5.388MM; seats 250; served 684,000.

109 Di Millo's Floating Restaurant, Portland, Maine; opened 1954; sales, $5.375MM; seats 600; served (N/A).

110 Christo's Restaurant
Brockton, Mass.; opened 1964; sales, $5.357MM; seats 450; served (N/A).

111 Bellini, by Cipriani
New York; opened 1987; sales, $5.300MM; seats 85; served 105,000.

112 Pals Cabin
West Orange, N.J.; opened 1932; sales, $5.294MM; seats 400; served 450,000.

113 Buckhead Diner
Atlanta; opened 1987; sales, $5.265MM; seats 170; served 325,000.

114 Claim Jumper
Puente Hills, Calif.; opened 1988; sales, $5.252MM; seats 285; served 400,400.

115 Melrose Diner
Philadelphia; opened 1935; sales, $5.200MM*; seats 106; served 1,092,000*.

116 Fountain Blue
Des Plaines, Ill.; opened 1977; sales, $5.200MM; seats 330; served 310,250.

117 The Occidental
Washington, D.C.; opened 1986; sales, $5.186MM; seats 180; served 140,040.

118 Café des Artistes
New York; opened 1915; sales, $5.185MM; seats 107; served 125,000.

119 Sea Watch
Fort Lauderdale, Fla.; opened 1974; sales, $5.125MM; seats 240; served 276,000.

120 Capt. Anderson's†
Panama City Beach, Fla.; opened 1967; sales, $5.113MM; seats 585; served 287,000.

121 The Tadich Grill
Los Angeles; opened 1849; sales, $5.100MM; seats 115; served 250,400*.

122 Citrus
Los Angeles; opened 1987; sales, $5.087MM; seats 200; served 125,230.

123 The Ginger Man
New York; opened 1963; sales, $5.000MM; seats 250; served 200,000.

124 Dominique's
Washington, D.C.; opened 1974; sales, $5.000MM; seats 220; served 130,000.

125 Le Dome
Los Angeles; opened 1978; sales, $5.000MM; seats 200; served 118,970.

126 Petrossian
New York; opened 1985; sales, $5.000MM; seats 55; served 49,818.

127 Rusty Rudder
Rehoboth Beach, Del.; opened 1978; sales, $4.973MM; seats 300; served 124,338*.

128 Jesse's Dockside
Dunedin, Fla.; opened 1988; sales, $4.952MM; seats 374; served 411,955.

129 Seafood Shack
Cortez, Fla.; opened 1972; sales, $4.952MM; seats 700; served 358,000.

130 Billy Reed's
Palm Springs, Calif.; opened 1973; sales, $4.920MM; seats 300; served 500,000.

131 Commissary
Philadelphia; opened 1977; sales, $4.914MM*; seats 100; served 792,000*.

132 Nick's Fishmarket
Chicago; opened 1977; sales, $4.829MM; seats 225 served 130,000.

133 Nut Tree
Vacaville, Calif.; opened 1921; sales, $4.802MM; seats 500; served 446,000.

134 Mickey Mantle's
New York; opened 1987; sales, $4.800MM; seats 140; served 145,200.

135 Christ Cella
New York; opened 1959; sales, $4.800MM; seats 300; served 100,000.

136 John Peel
Westbury, N.Y.; opened 1959; sales, $4.750MM; seats 600; served 730,000.

137 Bishop's Restaurant
Lawrence, Mass.; opened 1949; sales, $4.750MM; seats 500; served 290,400.

138 Il Fornaio Gastronomia, San Francisco; opened 1988; sales, $4.700MM; seats 135; served 234,000.

139 London Chop House
Detroit; opened 1939; sales, $4.700MM; seats 200; served 102,000.

140 Hampshire House
Boston; opened 1942; sales, $4.655MM; seats 500; served 250,123.

continued on page 78

*R&I estimate; **owner estimate; †open 275 days a year.

THE TOP 100

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EXPANSION PLANS

The big get bigger, planning new restaurants for 1990-91.

WEST

Peter Morton, owner of the Los Angeles-based Hard Rock USA (24), plans Hard Rock Cafes Nos. 9 and 10 this year. One will open in Las Vegas in June 1990, the second later in the year in Lahaina, Hawaii. . . . After operating his Los Angeles Pacific Dining Car restaurant (63) for 55 years, owner **Wes Idol** is branching out with plans to open a Pacific Dining Car in Santa Monica, Calif., sometime this fall. . . . **Roberto Ruggieri**'s New York-based da Bice USA (26) will open Bice restaurants in Paris and Washington, D.C., in 1990 and in Palm Beach, Fla., and Atlanta in 1991. . . . **Wolfgang Puck and Barbara Lazaroff**, owners of Spago (77), will open Granita in Malibu, Calif., in 1990. . . . **Michel Richard**, owner of Los Angeles' Citrus (122), has teamed with restaurateur Bruce Marder to open the California Deli in Santa Monica, Calif., in March 1990. . . . **David Overton**, owner of Marina del Rey, Calif.-based Cheesecake Factory (22), is opening a bilevel Cheesecake Factory, with a bistro/bar on one level and the main dining room upstairs, in Washington, D.C., in October 1990. If the bilevel concept is a success, Overton plans to repeat it in Baltimore, Tysons Corner, Va., and possibly Newport Beach and Santa Monica, Calif. . . . **John McManus and John Pederson Ltd.**, owner of the Shore Bird Beach Broiler, Honolulu, (81) will open its fifth restaurant in Lahaina, Hawaii, on May 1, 1990.

MIDWEST

Carl Bruggemeier and partners at the Restaurant at the Phoenix, Cincinnati, (105) will open Winner's Sports Cafe in June 1990. The 250-seat restaurant will be in the Cincinnati Sports Mall, a sprawling project including two sports academies, soccer fields, a sports medicine clinic, health club, day-care center and sporting-goods store. . . . **The Carson Family**, owner of Chicago's Carson's The Place for Ribs (87), will demolish the restaurant's original building and replace it with a larger structure with parking on the roof in 1990. . . . **The Bernstein Family**, owner of the Mike Fink Riverboat restaurant in Covington, Ken., (92) will launch a new floating entertainment and restaurant complex this year. The culmination of nine years of planning, the complex is part of Covington's River Center development and will include a replica of the J.M. White cotton boat to be called the Spirit of America, which will house three restaurants and five entertainment concepts. . . . **Mike Ditka**, owner of Chicago's Ditka's restaurant (27), plans his first out-of-Illinois venture with partner **Tommy LaSorda** of the Los Angeles Dodgers for Las Vegas in May 1990. The restaurant will be on the grounds of a new Omni resort. Ditka will also be a partner in a fine-dining venture, Les Violins, to open in Chicago's River North district in fall 1990. . . . **Nicholas Nickolas**, owner of Nick's Fishmarket, Chicago, (132) plans to open his second Nicholas Nickolas restaurant in Schiller Park, Ill., in 1991. . . . **Jeff Ruby** and partner **Boomer Esiason**, owners of The Waterfront, Covington, Ken., (13) plan to open their third restaurant, a Northern Italian concept with 175 seats, in Cincinnati in 1991. . . . **The Chicago Dining Authority**, owner of Harry Caray's in Chicago (51), will open Ramsey's restaurant in June 1990.

SOUTH

Owen Brennan, owner of Brennan's, New Orleans (47), has sold a license to a group of investors headed by CNN cooking personality Bert Wolf to open a chain of restaurants called Owen Brennan's Louisiana Grill. The first

Legal Sea Foods (Natick, Mass., location shown here) to add another this year.

will open in Memphis in March 1990 as the anchor store in a new strip shopping center. Two more units are planned for Southern locations. The Joseph Baum & Michael Whiteman Co., New York, is the consultant on the project. . . . **Cesar Gonzmart & Family**, owner of the Columbia Restaurant in Tampa (42), opened one Cha Cha Coconuts bar next to a new Columbia in Clearwater, Fla., and another next to the Sarasota Columbia in January 1990. . . . **Jupiter Food Service Inc.**, owner of Harpoon Louie's restaurant (88) in Jupiter, Fla., is scouting waterfront property for another restaurant planned for South Florida. . . . **Peter Goldhahn**, owner of Yesterday's in Fort Lauderdale, Fla., (33) is looking for a location in South Florida for his sixth restaurant.

NORTH

Happy Guest Inc., owner of Salty's on Alki in Seattle (84), will open Salty's on Spokane Falls in Spokane, Wash., in October 1990. . . . **Dean Vlahos**, owner of Champps, Richfield, Minn., (108) opened Champps Americana, a 358-seat restaurant in Minnetonka, Minn., on Jan. 12, 1990.

EAST

The Berkowitz Family, owner of Boston-based Legal Sea Foods (9), will bring its total to eight restaurants with the opening of another Legal Sea Foods at Copley Place in Boston in April 1990. Next year the family plans to open its first out-of-state restaurant, possibly in White Plains, N.Y., or in Connecticut. . . . **Godfrey Polistina** and some of the partners at Dock's Oyster Bar and Seafood Grill, New York (32), will open an Italian concept called Carmine's with 180 seats in Manhattan in May 1990. . . . **William and Madeline Wong**, owners of Kowloon Restaurant, Saugus, Mass. (52), opened Wong's Bistro across from Northeastern University in Boston in September 1989 and will open the Kowloon Cafe in April 1990 in Boston's Copley Place, an upscale mall adjacent to a mixed-use complex. . . . **Sirio Maccioni**, owner of Le Cirque, New York, (21) plans to open another restaurant in the Big Apple. . . . **Bill Liederman, John Lowey and Mickey Mantle**, owners of Mickey Mantle's in New York (134), will open a Mickey Mantle's in Beverly Hills, Calif., in summer 1990 and in the next year plan restaurants for Washington, D.C., and Tokyo. . . . **Stuart Davidson and John Laytham** (Clyde's Restaurant Group), owners of the Old Ebbitt Grill in Washington, D.C., (34) will open Clyde's of Reston in Reston, Va., in September 1990. The 250-seat restaurant will be in the Reston Town Center. . . . **Robert and Patrick Colombo, Brian Galligan and David Palmer**, owners of Sfuzzi, New York (97), are opening two new Sfuzzis this year. The Denver Sfuzzi will open August 1990 in the Cherry Creek Center, a shopping pavilion and mall. The Philadelphia Sfuzzi will open in September 1990 in Liberty Place, a Rouse development. Still in negotiation: a Sfuzzi in North Dallas.

continued on page 80

Look
who ran away
with the fork,
the knife
and the spoon.

Campbell

THE TOP 100

GREAT EXPECTATIONS

Too new to be in the 1990 Top 100; good bets for 1991.

What's the theme among the emerging throng of major-league restaurants? Keep menu prices down, but don't skimp on the interior-design budget. New operations from restaurateurs with established track records, such as Michael McCarty and Lydia Shire, all offer moderately priced food in exquisite settings, supporting the theory. Inviting interiors coupled with lower checks encourage more frequent visits.

• Santa Monica-based restaurateur Michael McCarty projects first-year sales of $4.5 million for Adirondacks, a restaurant he opened at Union Station in Washington, D.C., in May 1989. His newest venture, Michael's, New York, patterned after the flagship Michael's, Santa Monica, opened in November 1989 and is projected to clear $6 million in first-year sales.

• The team responsible for 72 Market Street in Venice, Calif.—managing partner Julie Stone, chef Leonard Schwartz and investor Dudley Moore—plus financial backers Trevor Fetter and Jeff Barbakow, joined producer/director Tony Bill as general partners at Maple Drive, which opened in Beverly Hills, in September 1989. Owners anticipate first-year sales above $5 million.

• Jeffrey Chodorow, Rick Rasansky and Larry Yogel, partners at China Grill in New York, opened 44, a restaurant at the Royalton Hotel, New York, on Oct. 1, 1989, and project first-year sales above $4.8 million.

• Renowned chef Lydia Shire opened her new restaurant, Biba, in Boston in July 1989 and projects first-year sales of $4.5 million to $5 million. The 204-seat restaurant (150, dining room; 54, bar—with separate bar menu) serves lunch ($20) six days a week and dinner ($40) seven nights a week.

• Bob Nagy—and 650 investors—opened the 962-seat Nagy's Crab Cooker in Downers Grove, Ill., on June 28, 1989, and project first-year sales in excess of $5 million.

• Fujita Tourist Enterprises of Japan opened Chinzan-So, a $7.5-million rep-

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Prego®

For information circle 26

lica of the Golden Pavilion of Kyoto's Rokuon-ji Temple in June 1989 on the banks of the Hudson River in Edgewater, N.J. The restaurant serves lunch ($25 to $30) Monday through Saturday, and dinner ($100 to $150) seven nights a week. General manager Kenji Shiojima projects first-year sales of $4.6 million.

• Another palace: Weylu's, a 1,500-seat copy of the Imperial Palace in Beijing, opened in March 1989 in Saugus, Mass. Owner Rick Chang, who operates four other restaurants in Massachusetts, projects first-year sales above $8 million for his newest.

• Pino Luongo, who sold his interest in Il Cantinori in New York to open Sapore di Mare last year, opened Le Madri ("The Mothers"), a Tuscan restaurant in New York in May 1989 with the backing of the Pressman family, owners of Barneys, New York. Luongo projects first-year sales of $6 million for the 150-seat Le Madri, which serves lunch ($35) five days a week and dinner ($60), seven.

Pino Luongo with Chef Alan Tardi and some of the "mothers" at New York's Le Madri, which projects $6 million sales for first year.

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Chef's Kettle®

For information circle 27

THE TOP 100

continued from page 81

TOP NOTCHES

Problems at the top: labor, insurance costs, drug abuse.

The restaurants ranked in *R&I*'s Top 100 grossed a total of $860 million in 1989. That's a 4.7% increase over last year's total. But impressive revenues aside, the nation's top-grossing restaurants continued to wrangle with preeminent nationwide problems of labor and health-insurance costs, alcohol and drug abuse, eroding bar sales and recruitment issues.

With new minimum-wage legislation passed, and the government focus now on mandated health benefits, independent restaurateurs uneasily await the effects on their balance sheets. Those who already offer employee health plans, such as Brian McCarthy of Kelly's Roast Beef in Revere, Mass. (41), have conflicting feelings about the scenario new laws would present. "On the one hand, I would be happy to see everyone have to offer the same benefits, because the costs that I now bear would be borne by everyone—we'd all be in the same boat. But the problem is that the restaurant industry as a whole won't be able to compete as well with the retail food industry for the consumer's dollar. The money that restaurants now devote to keeping food quality up will be drained away."

In 1989, food costs accounted for an average of 34.2% of sales for restaurants in the Top 100. Labor costs were reported at 26.7% of sales. Most restaurateurs predicted food cost increases of 5% to 10% in 1990 yet expected to increase menu prices less than 5%.

To buoy dips in the bottom line, several restaurateurs have stepped up off-premise catering businesses. "Catering has allowed us more of a budget for training," says Nick Mitchell, owner of Knickers Restaurant in Des Plaines, Ill. (94). "It's a good way of offsetting back-of-the-house percentages." The number of restaurants selling signature food items through their gift shops also has increased. Tavern on the Green in New York (3) and Hampshire House in Boston (140) have gone a step farther, launching mail-order businesses.

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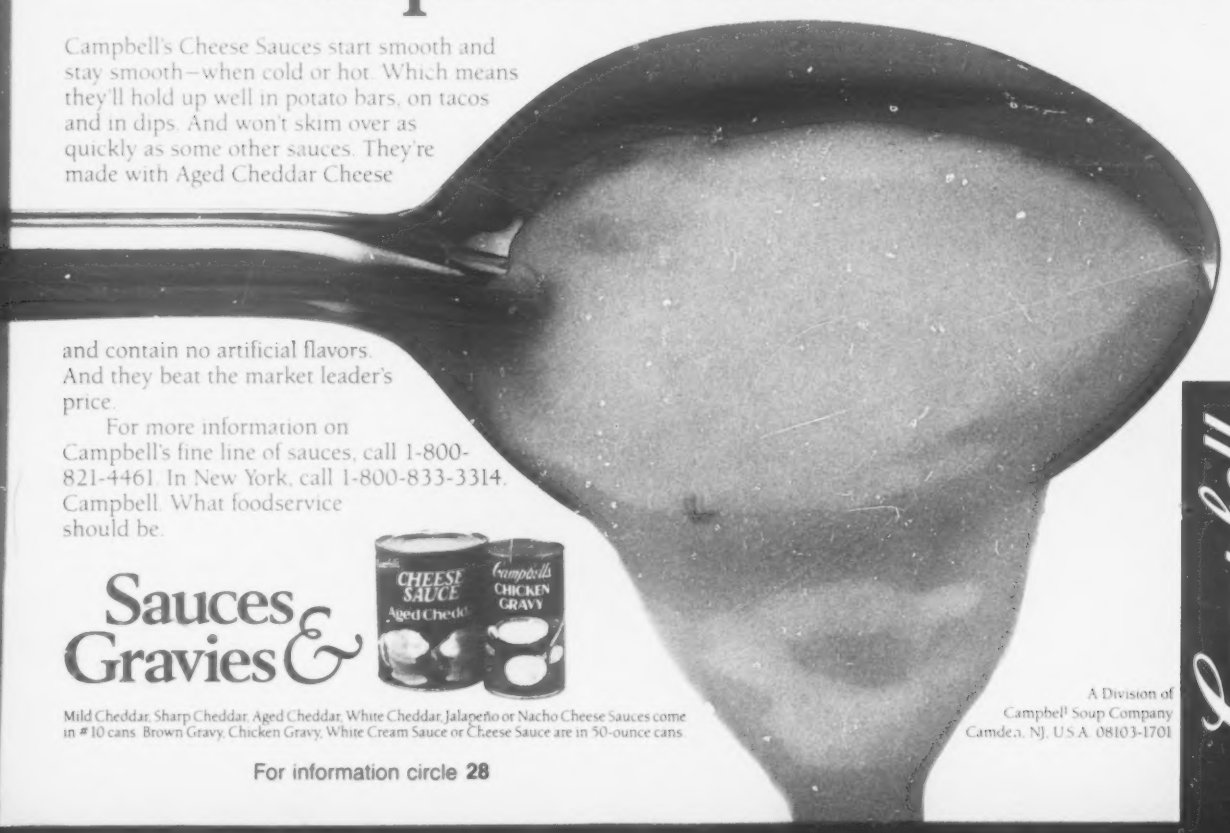

and contain no artificial flavors. And they beat the market leader's price.

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On the labor front, many independents have instituted new hiring programs and reshaped job descriptions to make restaurant positions more appealing. The Cheesecake Factory, Marina del Rey, Calif. (22), for example, surveyed industries that typically attract recent college graduates away from the restaurant industry and discovered the need for change. "Job descriptions in the restaurant industry have become archaic, viewed by the young college graduates as slave labor," says owner David Overton. "So we had to completely reshape jobs—restrict hours, increase pay, provide room for growth—in order to attract the bright people we were losing to retail management, auto and sales industries."

In areas where traditional recruitment methods have not provided enough staff, some restaurateurs have gone as far as importing workers from overseas to shore up full-season staffs. Harpoon Louie's, Jupiter, Fla. (88), for example, recently hired 30 employees from Ireland to work through the restaurant's off-season, with good results.

To combat drug and alcohol abuse and reduce employee theft, many in the Top 100 added counseling programs and increased security measures this year. Jeff Ruby, owner of The Waterfront restaurant in Covington, Ken. (13), for instance, is setting up a drug education program this year with the help of Cincinnati's CARE unit, and is establishing an employee assistance program to offer counseling. Ruby, who lost $750,000 to a doorman who was pocketing cover charges at the restaurant's club, is stiffening security as well. "We operate with more of a binocular view than ever before," says Ruby.

To combat eroding bar sales, the Space Needle Restaurant in Seattle (43) has increased the number of nonalcoholic beverages it serves and is carrying more beers produced by small breweries.

In line with this trend, Jim Rees, vice president of operations at Los Angeles-based Hard Rock USA, says the company is developing a private-label beer for consumption on premises at Hard Rock Cafes around the country. The Berghoff restaurant in Chicago (28) also has stepped up merchandising for its private-label beer.

On the issue of menu enhancement, most restaurants in the Top 100 reported that they are adding more poultry, fish, vegetable and salad entrees, and dropping heavily sauced entrees and some red-meat dishes. R&I

DC3, Santa Monica, Calif.: the youngest restaurant in the Top 100.

FACTS AND FIGURES

***States with most in the Top 100*: New York, 24; California, 17; Florida, 14; Massachusetts, 11.**

***Oldest*: Union Oyster House, Boston; 1826.**

***Youngest*: DC3, Santa Monica, Calif.; Dec. 1, 1988.**

***Regional breakout*: Northeast, 40; West, 24; South, 22; North Central, 14.**

***Most seats*: Venus de Milo, Swansea, Mass.; 2,500.**

***Fewest seats*: Kelly's Roast Beef, Revere, Mass.; 0 (walk-up only).**

***Highest dinner checks*: Rainbow Room, New York, $100; Le Bernardin, New York, $98.**

***Lowest dinner checks*: The Merritt, Oakland, Calif., $6.50; Junior's, Los Angeles, $6.80.**

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